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26 July 1979

MEMORANDUM FOR: Deputy Director, National Foreign  
Assessment Center

THROUGH : Chief, Publications and Presentations Group

FROM : [REDACTED]  
Deputy Chief, Publications and Presentations  
Group

SUBJECT : NFAC Serial Publications

I. Introduction

Some weeks ago you asked me to look into the subject of NFAC serial publications to determine whether we are on target with respect to quantity, quality and response to consumer need. You also asked about the advisability of publishing geographic or regional serial publications with a mix of political, economic, military, and S&T articles. With the assistance of [REDACTED] I have reviewed NFAC's publications and their dissemination lists, talked with various NIOs and all office directors and/or deputy directors, and weighed the costs of publications in terms of available resources and competing priorities. A consumer survey was not conducted because of general skepticism as to the value of this approach. Such a survey could be conducted later if appropriate. This memorandum will present a statistical overview of NFAC serials, the findings of our review, and a recommendation for your consideration.

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II. Overview

NFAC is currently publishing more than 30 "serial" publications printed at various classification levels and aimed at widely varying consumer interests. These serials, which vary widely in content and format, reflect the functional orientation of NFAC offices and respond to specific segments and levels of the intelligence market. They compete

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daily with ad hoc NFAC and NIO publications for processing attention in PPG, in OGCR's Graphic Design Center, and in the Main Printing Plant. Printing deadlines for scheduled periodicals tend to give serials a de facto precedence over ad hoc publications, some of which have a higher priority. I have attached a listing of NFAC serials, arranged by issuing office, indicating the estimated number of pages for CY 1979, and the number of copies of each issue disseminated. This listing shows the volume of NFAC's serial production and the extent of its dissemination, both internal and external.

### III. Findings

#### a. NFAC's Market

NFAC does not have a single, identifiable "consumer." The market is very broad and covers a range which includes junior analysts, highly specialized technical people, interested non-intelligence readers, and policy-level officials. NFAC serials, therefore, serve a wide variety of purposes and take several forms, both formal and informal. The formal publications such as OER's Economic Intelligence Weekly and International Energy Weekly Review, OSI's Scientific Intelligence Monthly Review and OSR's Strategic Intelligence Monthly Review are planned and commissioned well in advance of publication, are rigorously reviewed at the office level, and are considered an integral part of the office formal production plan. Dissemination is broad and high-level. These publications are deemed of high interest to senior government officials.

Less formal publications include the Scientific Intelligence Daily Review, the Scientific Intelligence Weekly Review, the OPA "Staff Notes," and OSR's Military Weekly. These publications give analysts an opportunity to gain experience in the analytical process and a chance to express their views

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without stringent editorial review. They have wide analyst-to-analyst appeal, are reviewed at the branch or division level, and are considered by the offices to be very important for training and analyst morale. They are also used as a vehicle for getting into print summaries of issues being explored in greater depth for more formal publications. Dissemination of the OSI Daily and the OSR Military Weekly is usually restricted to Agency readers while the OPA "Staff Notes" receive a broad, interagency, multi-level dissemination, which includes middle- and upper middle-level policy officials.

Another category of publications includes reference tools published by OCR and OGCR. OCR's monthly Chiefs of State and Cabinet Members of Foreign Governments and OGCR's semiannual National Basic Intelligence Fact Book are NFAC's most widely disseminated serial publications, with press runs of 3,450 and 11,200 copies respectively.

b. Cost

The cost of NFAC serials is high not only in terms of resources but in terms of providing competition for high-priority estimates, research reports and assessments. For the purpose of this review, only resources involved in the processing, graphic design and printing operations have been considered. The use of analytical resources was not addressed, although this aspect could be examined by the offices in a follow-up study.

PPG currently spends between 35 and 40 percent of its publication processing time on serial publications. The serial volume is expanding. Two new NFAC serials have been added recently (Contra: An NFAC Journal of Alternative Views and the weekly Selected NFAC Intelligence Reports). OER's

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International Energy Biweekly Review is now published weekly and OER's International Energy Statistical Review has changed from a monthly to a biweekly. Meanwhile, the number of ad hoc publications processed by PPG during the first six months of 1979 increased by 39 percent over the last six months of 1978. (Ad hoc publications include intelligence assessments, research papers, reference aids, interagency intelligence memoranda, national intelligence estimates, etc.) Overall publishing activity is expected to continue to rise in the foreseeable future and could affect the timeliness of the publication process. NFAC's publishing resources are already strained.

OGCR's Graphic Design Center expends approximately 35 percent of its available manpower on the creation of graphics for NFAC serial publications. NFAC serials requiring graphics are the NID, PDB, OPA "Staff Notes," OER's Economic Intelligence Weekly Review and International Energy Weekly Review, OSI's Scientific Intelligence Monthly Review, OSR's Strategic Intelligence Monthly Review, and OWI's Weapons Intelligence Daily Review. Graphics for regularly scheduled serials are processed to meet prescribed deadlines, causing occasional delays of ad hoc publications. Likewise, P&PD schedules its work in a large measure to meet serial deadlines; ad hoc reports are scheduled behind these. Serious printing conflicts must be resolved through the use of overtime.

c. Functional vs. Regional Approach to Serials

On the question of whether or not to produce multi-disciplinary serials from various geographic areas, the overwhelming majority of NFAC officers interviewed felt that there were

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very sound reasons to continue the present functional approach. Arguments include the following:

- ° Current NFAC organization lends itself to "publishing by office." Each office tailors its product to a specific purpose and to a particular segment of the consumer market.
- ° The sheer size of an NFAC-wide journal on some areas, especially the USSR, would discourage some readers. With the preponderance of NFAC analytical time spent on the USSR, a regional approach might be somewhat lopsided.
- ° NFAC-wide regional journals might have to be published in several classification tiers; they would require more editorial and office review, more coordination, be more formal, and would require more time to produce.
- ° NFAC-wide journals on specific areas would tend to eliminate the informal analyst-to-analyst publications which provide training and experience to many NFAC analysts. (If NFAC-wide regional journals supplemented rather than replaced current serial publications, the cost would be prohibitive and impossible under present resource constraints in PPG, OGCR, P&PD, and perhaps in the production offices as well.)

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- ° Offices are already cooperating in a multi-disciplinary approach. OSI, OGCR, and OER, for example, submit articles to OPA for inclusion in the "Staff Notes." OPA and OSI contribute to OER productions, and OWI publishes its articles in the Scientific Intelligence Monthly Review. This effort could be encouraged further, but if a proliferation of reprints results, the effort would produce a redundancy which is both expensive and of questionable value.

#### IV. Conclusions and Recommendation

In my view, serials form a vital part of NFAC's total production effort. They are a vehicle for current intelligence, analyst-to-analyst communication, and incremental analysis of developing issues. Most importantly, a number of the serials are read and appreciated by high-level policy officials.

I do have concern, however. Production of NFAC serials and ad hoc publications has risen, while publishing resources have remained constant. The increase in issue-oriented ad hoc publications appears to be a highly desirable development. We are providing policy-level readers with more assessments, on a more timely basis. The problem of competing priorities between serial and non-serial production is not yet serious, but if the number of publications continues to increase at the present rate, NFAC production priorities must be re-examined or additional publishing resources provided. Some tightening and refining of NFAC serials seems almost inevitable. As a first step in this direction, I recommend that you ask each office to take a zero-base look at its serial publications and reconfirm the value of each. Points to consider:

- ° Could it be published less frequently?
- ° Must it be published at precise intervals?

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- ° Could it be combined with another publication?
- ° Must it be published at two or more classification levels?
- ° Must it include reprints from other publications?
- ° Must dissemination be so wide? What policy level interest is there in the publication? Dissemination lists average several hundred customers for each publication; continuing interest is rarely, if ever, verified with recipients.
- ° Are graphics necessary? If so, are they as simple as possible?
- ° Is the level of quality control and review in keeping with the level of intended recipients?

*Why all the internal dissemns?*



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Attachment: a/s

*All of the above is Confidential*

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ATTACHMENT

NFAC SERIAL PUBLICATIONS

	<u>Estimated Number of Pages for CY 1979</u>	<u>Number of Copies of Each Issue Disseminated</u>	25X1
<u>Coordination Staff</u>			
East Asia Brief (daily)	5,136		
European Brief (daily)			
Latin America Brief (daily)			
Middle East Africa Brief (daily)			
<u>Office of Central Reference</u>			
Chiefs of State and Cabinet Members of Foreign Governments (monthly)	1,536		
CIA Library Accessions List (monthly)	276		
Russian Book List (bimonthly)	360		
<u>Office of Current Operations</u>			
Executive Summary			
Morning Edition	1,560		
Afternoon Edition	1,872		
National Intelligence Daily	5,292		
National Intelligence Daily Cable	3,636		
<u>Office of Economic Research</u>			
Communist Aid and Trade Activities in Less Developed Countries (quarterly)	336		
Economic Indicators Weekly Review	1,230		
Economic Intelligence Weekly Review	1,568		
International Energy Weekly Review	1,221		
International Energy Statistical Review (biweekly)	521		

*sanitized, yes form*



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~~CONFIDENTIAL~~NFAC SERIAL PUBLICATIONS (Cont'd)

Estimated Number of  
Pages for CY 1979

Number of Copies of Each  
Issue Disseminated 25X1

Office of Geographic and  
Cartographic Research

Acquisitions List of Maps of Foreign Areas (biweekly)	5,200
National Basic Intelligence Fact Book (semiannual)	
(Unclassified)	470
(Secret)	517

Office of Imagery Analysis

? — Imagery Analysis Monthly Review 180

Office of Political Analysis

?? — Africa Review (weekly)	996
Analytical Methods Review (quarterly)	106
?? China Review (biweekly)	500
?? East Asia Review (biweekly)	426
?? International Issues Review (monthly)	508
Latin America Review (weekly)	516
" Near East & South Asia Review (weekly)	1,060
" USSR & Eastern Europe Review (weekly)	536
"	

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Office of Scientific Intelligence

Scientific Intelligence <u>Daily Review</u>	912
Scientific Intelligence <u>Monthly Review</u>	
(Secret)	278
(All Source)	576
(Orcon Suppl)	78
<u>Weekly Review</u>	
(Secret)	384
(All Source)	576

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NFAC SERIAL PUBLICATIONS (Cont'd)

	<u>Estimated Number of Pages for CY 1979</u>	<u>Number of Copies of Each Issues Disseminated</u>
<u>Office of Strategic Research</u>		
Military <u>Weekly Review</u>	336	
Status of Soviet Strategic Offensive Forces ( <u>monthly</u> )	324	
Strategic Intelligence <u>Monthly Review</u>	526	
<u>Office of Weapons Intelligence</u>		
? Weapons Intelligence Daily Review	1,404	
<u>Publications &amp; Presentations Group</u>		
Selected NFAC Intelligence Report		
(weekly)		
(Secret)	130	
(All Source)	143	

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FY-80 Goals  
Deputy Director for  
National Foreign Assessment

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OFFICE OF IMAGERY ANALYSIS	
DIRECTOR	2
DEPUTY DIRECTOR	
DEPUTY DIRECTOR	1
MANAGER, IIR	
CHIEF, DEP IIR	
9 NOV 1979	

1. Establish better centralized direction and support structure.
  - a. Personnel resources--recruitment and ceiling.
2. Achieve better balanced production.
  - a. Role and function of NIOs
  - b. Interagency intelligence assessments
  - c. Current intelligence production
3. Structure production plans for major, long-range intelligence questions of the 1980s.
4. Long-term qualitative improvements in analytical capabilities.
  - a. Allocation of analysts to priority country assignments
  - b. Plans for Senior Intelligence Analysts positions
  - c. Language Incentive Policy and Program in NFAC
  - d. Plans for 1980 overseas assignments
  - e. Plans for training and development courses

*Cyp to DIU/s*  
*Sc*